

I] Introduction



Washington State Ferries (WSF) is the nation's largest ferry system, serving eight counties in Washington and sailing international waters to Vancouver Island, British Columbia. The ferry system consists of ten routes, serving 19 terminals utilizing 28 vessels. Washington State Ferries is considered a marine highway, transporting thousands of commuters, students, commercial shippers and tourists across Puget Sound. Washington State Ferries is also one of Washington State's largest tourist attractions, and is a cultural icon of the Northwest.

The Ferry System

Mission

It is Washington State Ferries' mission to provide safe, reliable, and efficient marine transportation for people and goods throughout Puget Sound.

Vision

It is our Vision to be the most efficient and affordable, customer focused ferry operator in the world.

Washington State Ferries is:

- A marine highway
- A transit agency
- A mover of freight and goods
- An environmental steward
- A source of tourism and economic development
- A key link in regional transit connections
- A model employer with a highly skilled, professional workforce

A Marine Highway

The ferry system is an essential part of western Washington's highway network. It provides a critical link between the urban areas on the east side of Puget Sound and the growing communities to the west on the Kitsap Peninsula, as well as more rural destinations on the Olympic Peninsula.

- In 2003, nearly 11 million vehicles were transported along 200 miles of marine highways. During a peak hour, WSF has the capacity to move approximately 2,500 vehicles. During a typical day, WSF moves approximately 30,000 vehicles.
- WSF operates approximately 500 sailings per day, which provide for the movement of people and goods across Puget Sound. For the communities of Vashon Island and the San Juan Islands, WSF provides the only practical link for vehicles – personal and commercial - to the mainland.

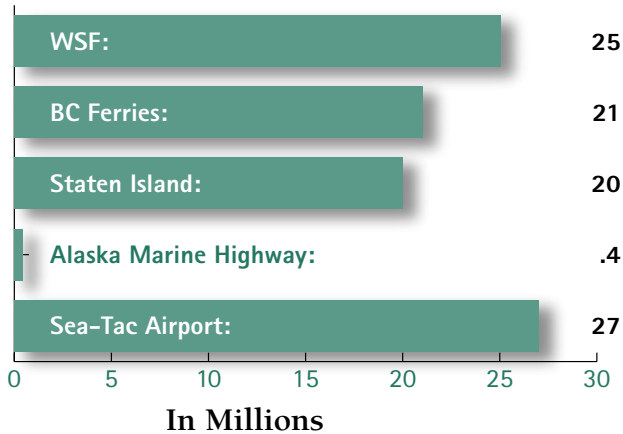
A Transit Agency

The State Legislature defined WSF as a mass transportation system in 1974.

WSF is the largest ferry transit system in the United States and one of the busiest.

- WSF is the second largest transit system in Washington State, second only in ridership to King County Metro, and operates the largest fixed guideway transit system in the State.
- Commuters account for 50% of annual ridership. WSF connects people to jobs and spends a large part of the day taking people to and from work. On the busiest commuter route, Bainbridge to Seattle, WSF carries 18,000 people per day.
- For comparison purposes, a Jumbo Mark II class ferry boat used on the Bainbridge to Seattle run has the equivalent carrying capacity of 208 12-seat vanpools, 59 - 40 ft buses or 17 commuter rail cars.

Number of Passengers Served in 2002



A Key Link in Regional Transit Connections

Customers want the ability to transfer seamlessly from ferries to other transit modes such as commuter rail, buses, and monorail. Transportation options and facilities that provide this transition are referred to as multi-modal.

WSF's vessels and facilities form a critical link in the State's network of multi-modal connections. WSF works with local transit providers to ensure seamless connections between marine transportation and vanpool, auto, pedestrian, bicycle, bus, trolley, commuter rail, monorail, freight and local transportation modes.

WSF encourages mass transit use by providing priority loading for freight, bicycles, vanpool and carpool, park & ride lots at ferry terminals, and schedule coordination with regional transit partners.

A Highly Skilled, Professional Workforce

WSF reexamines staffing levels on a regular basis to ensure they are appropriately meeting the ferry system's business requirements.

What is sometimes most telling in terms of gauging the appropriateness of staffing levels for an organization is how they compare to those of similar organizations. In 1998, a performance audit of the ferry system was conducted. The objective of the audit was to evaluate how efficiently, effectively, and economically WSF is operated.

The audit made comparisons between other ferry systems serving relatively large-scale passenger and vehicle markets (BC Ferries, North Carolina State Ferry System, Staten Island Ferry System, and Nantucket Steamship Authority). The study found that WSF compares favorably with other auto-passenger systems in terms of total cost per passenger, per vehicle, and per mile. In terms of operating cost per passenger and vehicle, WSF is the lowest of the five systems that were evaluated.

The study made a close comparison between WSF and BC Ferries, with respect to staff size. The audit report found that BC Ferries employs more people than WSF in almost every labor category, and in total, its staff outnumbers that of WSF more than two to one. Specifically, WSF at the time of the study employed 1,693, while the BC system employed nearly twice that, or 3,098, and a higher percentage of the WSF employees (39 percent vs. 31 percent) served in the fleet.

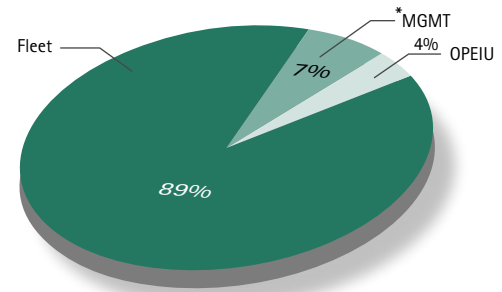
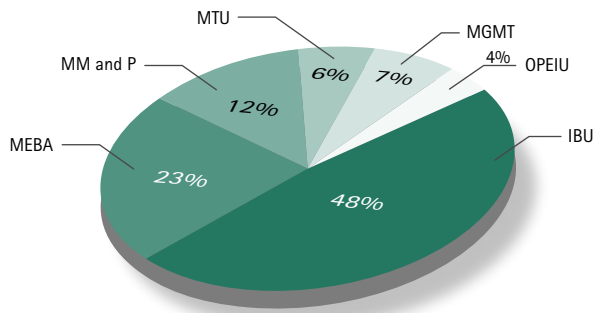
The study also found that, while WSF did employ a higher percentage of technical and engineering staff, the BC system had a correspondingly higher proportion of management and staff personnel.

There are several factors that determine specific staffing levels at the ferry system, including an increased emphasis on protecting the public's investment in existing facilities, both vessels and terminals. As the vessels and terminals age, preserving and maintaining them requires a certain level of engineering, management, and administrative staffing to plan, design, and implement vital preservation projects.

The ferry system has publicly committed to frequently reviewing its staff levels to ensure efficiency.

Washington State Ferries Staffing Levels

As of: 30 June 2003



Key

- IBU** - Inlandboatmen's Union of the Pacific
- MEBA** - Marine Employees Beneficial Association
- MM & P** - (IOMM & P) - International Organization of Masters, Mates, and Pilots
- MGMT** - Includes managerial admin staff, vessel and terminal engineering, operations management, finance and human resources personnel.
- MTU** - Consortium (PSMTC - Puget Sound Metal Trades Council)
- OPEIU** - Office and Professional Employees International Union
- SEIU** - Service Employees International Union